

Chief Superintendent

DRAFT Area Commander



Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	Field Operations Division – Metro/Regional Operations
Location	Various - Areas
Classification/Grade/Band	Chief Superintendent
Kind of Employment	Ongoing
Role Number	Various
ANZSCO Code	139112
PCAT Code	1119192
Agency Website	www.fire.nsw.gov.au

Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

Primary purpose

Manage the Area. Provide direction and leadership to Zone Commanders and the Manager Command Administration and Assurance, and through these roles all Area staff. Drive planning, evaluation, strategy and performance for optimum risk management and operational, service and business outcomes for the Area. Manage emergency incidents as required.

The Area Commander has ultimate responsibility for all aspects of Area Management

Statement of Duties/Accountabilities

- Assume operational command in accordance with protocols, orders, legislation and training
- Ensure appropriate resource management, direction, development and leadership across the Area; mentoring and managing Zone Commanders and the Manger Command Administration and Assurance and setting standards and expectations to optimise performance and capability
- Drive strategies for improved employee engagement at all levels and build a committed, inclusive and values-based workplace.
- Ensure operational readiness across the Area and the implementation of an operational improvement and assurance framework including internal auditing, planning and risk management for maximum responsiveness and adaptability. Ensure appropriate systems shared lessons and improvement strategies for the safety and resilience of staff and the community; and alignment to the priorities and standards set by the Office of the Commissioner
- Set the agenda for and ensure the delivery of the Area's Service Plan commensurate with Field Operations and FRNSW strategy and priorities, ensuring integration and adaptation at every level.
- Manage relationships, networks, strategic alliances, services and partnerships with the community and external agencies; and manage allocated FRNSW executive sponsorships/portfolios, internally and externally
- Determine, manage, review and monitor the Area's fiscal priorities and performance and contribute to Regional/Metropolitan Command financial planning and management
- Attend fire and emergency incidents, providing expert knowledge and assistance commensurate with rank



Note: The Area Commander has on-call responsibilities and may be required to attend major and multi-agency emergency incidents.

Key challenges

The Area Commander:

- operates in dangerous, time critical situations where lives, property and the environment may be at risk
- is expected to ensure **all planning is integrated and caters for key priorities and** capability and resourcing demands
- is charged with facilitating support for FRNSW proposals through community and industry consultation, and management of associated complexities
- Challenges exist in managing **operational and service priorities** within budgetary constraints
- Challenges are inherent in developing and maintaining subject matter expertise and contemporary knowledge to manage allocated **executive sponsorships/portfolios**, internally and externally
- The management of incidents demands critical judgement and vigilance to safety

Key relationships

Who	Why
Internal	
Zone Commanders, Duty Commanders	<ul style="list-style-type: none"> ● Provide advice, support and mentoring; and issue instructions ● Develop and implement initiatives and maximise resourcing and operational strategy ● Redress systemic and major business, service, administration, planning and operational deficiencies on an area level
Manager Command Administration & Assurance	<ul style="list-style-type: none"> ● Provide direction, discuss issues ● Develop and review plans and strategies
Other Area Commanders	<ul style="list-style-type: none"> ● Consult on issues and collaborate to manage resourcing
Assistant Commissioner Metro/Regional Operations and Executive Leadership Team members	<ul style="list-style-type: none"> ● Secure specialised operational and logistical support ● Advise of issues and monitor the area's operational, service and business performance ● Contribute to directorate, divisional and FRNSW budgeting, planning, programming and strategy
Communications Centres	<ul style="list-style-type: none"> ● Keep continuously informed on operations and escalations
Other directorates and FRNSW personnel	<ul style="list-style-type: none"> ● Facilitate investigations ● Develop and implement service, financial and workforce planning and management strategies
External	
Other emergency services personnel	<ul style="list-style-type: none"> ● Forge strategic alliances and oversee major interagency planning, exercises and operations ● Initiate/participate joint committees and working parties; and for issues management ● Support emergency situations managed by other services and jurisdictions
Members of the public, developers, senior representatives of industry and commerce, communality groups and government	<ul style="list-style-type: none"> ● Manage and respond to issues ● Participate on committees and working groups ● Drive marketing and develop strategic partnerships
Local Government, Members of Parliament, the Minister, Industrial Relations Commission	<ul style="list-style-type: none"> ● Develop and maintain stakeholder relationships with local councils and MPs, providing periodic updates on FRNSW activities. ● Inform and respond to emergent issues

Who

Why

Media

- Relay information; and manage image and issues

Role dimensions

Decision making

The Area Commander:

- Exercises operational command and provides direction and advice across the diverse range of operational issues and activities
- Endorses business and **administration related proposals**
- Applies sound judgment on deployment of resources, management of incidents; and safety
- Identifies and relays critical information and determines when to call for additional resources; and when to escalate command
- Makes significant **operational, service and business** decisions; and delivers a wide range of tactical and strategic directions on the management of the Area; as well as **contributing recommendations and advice for consideration on the directorate level**

Reporting line: Assistant Commissioner (Metropolitan or Regional Operations)

Direct reports: Zone Commanders & Area Business Manager

Budget/Expenditure: Area Budget/Expenditure per FRNSW Delegations Manual

Key knowledge and experience

1. Record of outstanding achievement in management and leadership at a senior level
2. Demonstrated comprehensive experience in all aspects of firefighting and other incident management techniques and operational systems; with demonstrated operational command experience, including the management of incidents of a large and complex nature

Essential requirements

1. Post Graduate qualification in a relevant technical and/or managerial field; or equivalent relevant experience
2. Requisite licences and certifications and authorisations

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.


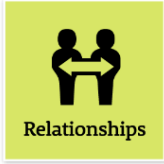
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 <p>Personal Attributes</p>	Act with integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical and professional way and set an example for others to follow Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 <p>Relationships</p>	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance 	Advanced


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
		<ul style="list-style-type: none"> Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	
	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	Advanced
	<p>Demonstrate Accountability</p> <p>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 <p>Business Enablers</p>	<p>Finance</p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	Advanced
	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups 	Advanced

FOCUS CAPABILITIES

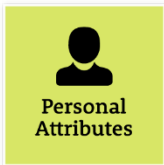
Capability group/sets	Capability name	Behavioural Indicators	Level
 <p>People Management</p>	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced
	Optimise Business outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes 	Advanced

Complementary capabilities





Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 <p>Personal Attributes</p>	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Highly Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced

Occupation Specific Capabilities

Occupation Specific Capabilities are applied at the substantive rank.

Occupation Specific Capabilities – FRNSW FIREFIGHTERS

Capability Group	Capability Name	Level
 FIRE + RESCUE	Operational Expertise	Chief Superintendent
	Community Safety & Resilience	Chief Superintendent
	Emergency Management	Chief Superintendent

Chief Superintendent

Capability 1: Operational Expertise

Maintain and apply operational and technical knowledge and understanding

- Maintain knowledge and understanding to exercise authority; and to advise on and monitor the appropriate interpretation and application of operational legislation, policies, protocols and guidelines; including the *Fire and Rescue NSW Act 1989*, the *State Emergency and Rescue Management Act 1989*, the NSW State Emergency Management Plan (EMPLAN); and FRNSW Standard Operational Guidelines, Commissioner's Orders and Standing Orders

- Ensure systems and processes for the identification and redress of operational knowledge and proficiency gaps across the area of responsibility
- Contribute to FRNSW advancing knowledge, strategies, tactics and techniques
- Maintain own capability in the range of emergency management techniques; and in the use of operational systems, tools, appliances and equipment, including personal protective gear
- Understand the principles of fire development, fire behaviour, basic chemistry, performance of fire affected buildings, and apply incident management systems
- Maintain competence in casualty assessment and care (including basic life support)

Capability 2: Community Safety and Resilience

Embed prevention and risk management for enhanced community safety and resilience as fundamental principles of duties, research, strategies, tactics policies and plans

- Maintain comprehensive understanding of the fire and other emergency risks associated with the area of responsibility
- Provide advice and information relating to actual and potential dangers to the public; and support ensuing safety measures
- Ensure implementation of the strategic direction for emergency risk management across the area of responsibility
- Drive contemporary risk management planning and programming to ensure community safety and stakeholder engagement programs are reflective of the needs of diverse communities and with particular emphasis on communities at risk
- Applicable to the role, participate in meetings and other forums to engage and educate the community on prevention
- Ensure support for investigations and research
- Participate in cross-jurisdictional emergency management planning and review

Capability 3: Emergency Management

Manage emergency incidents to control the situation and minimise the impact on lives, properties and the environment

- Maintain awareness of the emergency management environment and, applicable to the role, ensure operational readiness
- Ensure incident management protocols are adhered to; and assume command at incidents as required (particularly those of a protracted and/or complex nature) including:
 - developing and implementing incident safety plans
 - assessing and directing courses of action to take control of the situation
 - developing and applying incident action plans
 - supervising and directing resources
 - monitoring incident conditions maintaining situational awareness; and directing actions for the safety of firefighters, the public and other emergency services personnel at the scene
 - implementing and managing systems; and directing operational communications
 - overseeing attention to casualties
 - leading initial recovery operations
 - conducting operational debriefs; and
 - initiating investigations, as required
- Determine and arrange escalations where necessary and provide associated handover briefings
- Assume functional roles within the Incident Management Team as required